



DEPARTMENT OF THE ARMY
HEADQUARTERS, EIGHTH UNITED STATES ARMY
UNIT #15236
APO AP 96205-0009

REPLY TO
ATTENTION OF:

EAGA-CP-LPM

19 AUG 2001

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Eighth United States Army (EUSA) Command Policy Letter #22 – Civilian Incentive Awards Program

1. References:

a. OPM Handbook for Measuring Employee Performance: Aligning Employee Performance Plans with Organizational Goals, dated January 2001.

b. USFK Regulation 690-1, Civilian Personnel Regulations and Procedures – Korean Nationals, dated 4 November 1994.

c. EUSA Pamphlet No. 672-30, EUSA Civilian Awards Program, dated 17 May 1995.

2. The intent of the Total Army Incentive Awards Program is to foster mission accomplishment by recognizing excellence in contributions of civilian members of the force and to motivate employees to high levels of superior performance and service. Managers are to use incentive awards as tools to acknowledge, motivate, and reward significant individual, team, or organizational achievements or contributions. Each award should be fully earned, and employees should understand exactly what they have done to achieve it. Accordingly, awards must be meaningful to the performer to have an impact.

3. Incentive award recommendations should be considered judiciously by managers to avoid the impression that they are an employee entitlement. Awards are granted to truly deserving employees who demonstrate personal performance and outstanding contributions to the Command by significantly exceeding the established performance objectives criteria, to include organizational goals. Supervisors are responsible for nominating deserving employees with awards and should select awards that support organizational goals and objectives. A listing of the types of awards available is found at reference 1c.

4. Aligning performance objectives with the organization's mission is encouraged to achieve desired results, goals, and objectives. Awards and recognition will be aligned with the Army's core values, mission, strategies, and goals, and will be consistent with

current EUSA strategic plans. The organization's goals and objectives should center on results, service quality, and customer satisfaction; and should measure progress toward mission accomplishment. To assure progress toward the accomplishment of organizational goals, goals must be communicated to employees. The measurement of the individual/group accomplishment is then linked to the measurement of the organization's overall program performance. In determining program goals and individual performance objectives, there must be two-way communications between top managers and line employees. This is necessary to achieve a greater understanding among employees of how their jobs tie into broad organizational goals and accomplishments. For the Incentive Awards Program to be an effective management tool, performance plans must communicate what is important to accomplish and must recognize organizational goal achievement. Successful application of results-based, goal-oriented performance objectives ensures constant communication with employees about organizational performance. Involving employees in the planning and developing of performance goals makes them feel part of the "Army of One", creates buy-in, and improves communication.

5. Detailed performance objectives should accurately reflect established benchmark and stretch goals, allowing the transition into a results-based performance management system focusing on intended outcomes of the work. To transition into a results-based system that measures organizational and employee performance, managers will be required to develop and implement an action plan. This action plan will become the benchmark for gauging management's progress toward achieving the organization's stretch, or ultimate goals. As a minimum, the action plan shall contain the following: (1) a comprehensive mission statement covering the major functions and operations of the organization; (2) general goals and objectives, including benchmark and stretch goals, for the major functions and operations of the organization; (3) a brief description of how the goals and objectives are to be achieved; (4) a brief description of how the employee's performance objectives shall be related to the general goals and objectives in the organization's strategic plan; and (5) expressed performance objectives in an objective, quantifiable, and measurable form.

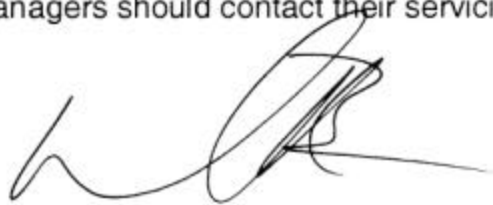
6. The Office of Personnel Management (OPM) handbook cited under reference 1a, is available under OPM's web-site: <http://www.opm.gov/perform/articles/1999/pdf10.htm> and is designed to assist supervisors and employees in the development of

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performance plans that are linked with and support organizational goals. It also offers guidelines for writing performance standards and objectives that not only meet regulatory requirements, but also maximize the capability that performance plans have for focusing employee efforts on achieving organizational and group goals.

7. For additional guidance in processing incentive awards and establishing performance objectives, supervisors and managers should contact their servicing Civilian Personnel Advisory Center.



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Commanding

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